

ABSTRACT

THE COST EFFECTIVENESS OF GIVING ALL AIRMEN BASIC ALLOWANCE FOR
SUBSISTENCE VERSUS A MEAL CARD

by

William S. Glaze

Research was conducted to determine if it was cost effective for the United States government to pay all airmen in the Air Force basic allowance for subsistence (BAS) in lieu of issuing them a meal card. A test was conducted at Little Rock Air Force Base, Arkansas, to determine eating patterns and habits of those airmen presently on basic allowance for subsistence. It was assumed that if airmen were given BAS, their eating habits would be similar to those already on BAS. A 30 day observation period revealed that if all airmen on a meal card were given BAS, approximately 30,190 fewer meals per month would be eaten in the enlisted dining facilities. As a result, a cost savings would result to the government, and could possibly offset the additional cost of basic allowance for subsistence. All calculations proved that there would indeed be a substantial savings to the government, however, not enough to totally offset the cost of paying the additional BAS. The study proved negative, however, valuable information surfaced which will aid in achieving the Air Force goal of an all BAS program sometime in the near future.

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A thesis submitted in partial fulfillment of the requirements
for the degree of
MASTER OF SCIENCE
in
Hotel and Food Science Management
at
FLORIDA INTERNATIONAL UNIVERSITY

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January 1984

To Professors

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THE PROBLEM AND ITS SETTING

The Statement of the Problem

This study will determine the cost effectiveness of giving all airmen at Little Rock AFB, basic allowance for subsistence in lieu of a meal card.

The Subproblems

The first subproblem. The first subproblem is to determine the net change in the average number of meals (per month) which would be eaten at the Air Force dining facilities if all airmen were, in fact, given basic allowance for subsistence. This will be measured by headcount and total dollar amount of sales.

The second subproblem. The second subproblem is to determine any expenses which could be eliminated or reduced given that there is a decrease in the number of meals served as determined by subproblem one.

The third subproblem. The third subproblem is to determine the additional monies which could be generated if a 30% surcharge was placed on meals, in addition to any surcharges presently required.

The Hypotheses

The first hypothesis. The first hypothesis is that the average number of meals served per month at the enlisted dining facilities would be substantially reduced if all airmen were given basic allowance for subsistence.

The second hypothesis. The second hypothesis is that a tremendous reduction in expenses could occur as a direct result of a large decrease in the number of meals served if all airmen were given basic allowance for subsistence.

The third hypothesis. The third hypothesis is that enough additional monies would be produced from adding a 30% surcharge to all meals, to offset the "actual cost" of giving all airmen basic allowance for subsistence. (The "actual cost" is defined as the actual increased cost of basic allowance for subsistence minus any expenses which would be eliminated.)

The Delimitations

This study will not concern itself with any conflicting Air Force regulations or Congressional law, as both can be changed if it is determined to be in the best interest to do so.

This study will not attempt to assign a dollar value to a possible increase in work productivity and/or retention rates as a result of improvement in morale and/or job satisfaction of those airmen given basic allowance for subsistence.

The Definition of Terms¹

Subsistence Credit Allowance Management System (SCAMS). The traditional system used for determining and managing the cost of subsistence and the earned income for food service facilities. It is based on a headcount and a basic daily food allowance (BDFA) that determine an authorized monetary allowance.

A La Carte System (ALACS). A system in which the dining hall charges basic allowance for subsistence (BAS) patron and other cash patrons for each menu item selected. Subsistence-

¹"Food Service Operational and Reporting System," Air Force Regulation 146-7, 16 February, 1982

in-kind (SIK) patrons get their meals without charge as under SCAMS.

Basic Daily Food Allowance (BDFA). A prescribed quantity of food, defined by components and monetary value, required to provide a diet for one person for 1 day, that is nutritionally adequate.

Daily Food Allowance. An authorized quantity of nutritional food for the subsistence of one person for 1 day. Each enlisted member of the military services is entitled to a daily food allowance for each day on active duty, except if entitled to a basic allowance for subsistence or to a per diem in place of subsistence.

Basic Allowance for Subsistence (BAS). A monetary allowance paid to enlisted personnel in place of subsistence.

Meals:

Breakfast. The meal served during morning hours and considered the first meal of the day.

Lunch. The meal served during midday and considered the second meal of the day.

Dinner. The meal served during evening hours and considered the third meal of the day.

Night Meal. The meal served between the dinner and breakfast meals. Dinner or breakfast type meals may be served. The meal credit and reimbursement rate are based on the menu actually served. The night meal is for persons on night duty and shift workers who may be off duty during normal duty hours.

Brunch. The meal served which combines the breakfast and lunch meals. It includes both breakfast and lunch items. It applies only for weekend or holiday feeding (except Christmas and Thanksgiving).

Ration. The allowance of food for the subsistence of one person for 1 day.

Weighted Ration (W/R). A ration value in which the number of meals served is weighted by percentage factors for each type meal to balance the cost and attendance variances for each meal. The current ration factors are: breakfast, 20 percent; lunch, 40 percent; dinner, 40 percent; brunch, 45 percent; supper, 55 percent. The night meal is 20 percent or 40 percent depending on the menu available to patrons.

Headcount. The number of personnel who eat meals in dining halls, according to AF Form 1339, Dining Hall Signature Record, and AF Form 79, Cash Collection Record.

(1) Under ALACS, the headcount is obtained from cash register printouts. For ALACS operational reporting, as well as payments to contractors, a meal served is any sale of over \$.10 at breakfast, and over \$.20 at all other meals. A sale of \$.10 or less at breakfast, or \$.20 or less at all other meals, to any patron (cash or SIK) does not count as a meal served or headcount. A surcharge is not assessed if the total sale does not qualify as a meal.

(2) No headcount is allowed for any patron returning to the serving area for seconds.

Subsistence-in-kind (SIK). Food furnished to enlisted personnel at government expense. SIK is also termed "rations-in-kind (RIK)".

Transient Diners. Enlisted personnel who are authorized to eat at government expense, and eating in an Air Force dining hall located at other than their assigned base.

Accounting Period. A period normally based on a calendar month, beginning on the first and ending on the last day of the month. The accounting period must not extend past the last day of the calendar month.

Earned Income. The monetary credit obtained from the number of weighted rations served multiplied by the BDFA. Under ALACS,

it is the monetary credit obtained by multiplying the number of weighted rations served SIK personnel by the BDFA, plus cash receipts minus surcharges.

Per Capita Consumption Cost. The average actual cost of food to feed one person for 1 day.

Gain or Loss. The profit or loss in the food service account by individual dining hall, and by base, during specific accounting periods.

Surcharge. A charge established to comply with congressional requirements to recover a part of personnel and operations and maintenance costs from officers and civilians who eat in appropriated fund facilities. Under ALACS, the surcharge is collected when a patron purchases a meal but no additional surcharge is collected if this patron returns to the serving line during the same meal period.

Fiscal Year. The time period, 1 October through 30 September, used in the military primarily for budgeting purposes.

Abbreviations

BDFA is the abbreviation used for basic daily food allowance.

BAS is the abbreviation used for basic allowance for subsistence.

SIK is the abbreviation used for subsistence-in-kind.

FY is the abbreviation used for fiscal year.

TDY is the acronym for temporary duty.

AFB is the abbreviation for air force base.

OPR is the abbreviation for office of primary responsibility.

Assumptions

The first assumption. The first assumption is that the 30% surcharge proposed to be added to all meals will not affect the headcount nor the amount of purchase, if it can be determined that the cost of eating at a commercial eating facility exceeds the cost of eating in a government feeding facility by 30% or more. Presently, airmen on BAS only pay an amount which is equal to the actual cost of the food itself, when they eat in the dining facility. The cost of labor, equipment, utilities, food transportation, etc. is paid directly out of various appropriated accounts. This makes the price extremely low as compared to a commercial eating establishment where the meal price is usually 200% over the actual food cost. Therefore, a 30% increase would still represent a tremendous savings to the patrons.

The second assumption. The second assumption is that the eating habits and patterns of airmen on SIK will change to mirror the eating habits and patterns of airmen already on BAS and who live in the AF dormitory (as all SIK patrons do), if those SIK airmen were given BAS in lieu of a meal card. The theory, in general, is when a distinguishable characteristic changes, causing a group of people to have the same characteristic as an existing group of people, the new group will act in a similar manner as the existing group, concerning that one particular characteristic which identifies them.

The third assumption. The third assumption is that at least one appropriated enlisted dining facility must be available at each AF base. This is to provide convenient, economical and nutritious meals for those airmen who are restricted because of time or travel limitations. Additionally, military Food Service personnel must be kept trained in case of a war time contingency.

The Importance of the Study

The importance of this study is paramount to thousands of young enlisted individuals in the Air Force who are "forced" to accept a meal card in lieu of a cash payment. This study is important, because these airmen are the individuals who have no power to change things and must accept things as they are.

These young airmen are the backbone of the "Force", working on aircraft in subzero weather and standing guard for hours on end in drenching rain. It is these people who sweat in the blazing sun to repair the runways and who slave over a hot stove to prepare a meal. The work is very demanding and the compensation they receive for all their efforts is very little. Yet, the people with the power to make improvements refuse to do anything. Their lack of actions say, "You don't deserve it. Just live where you are told, eat where you are told, do what your boss says and everyone will be happy." It follows that these same people, who suppress these young airmen, wonder why they won't accept responsibility, grow up, and act like mature adults!

Allowing all airmen to receive BAS would serve to eliminate one area of discrimination, boost morale, increase job satisfaction and help improve the Food Service function.

First, it is important to end the financial discrimination which is applied to them under the guise of "best interest". Most airmen living in the dormitories are given a meal card to eat free of charge in the dining facilities instead of receiving BAS. This is based on the supposition that the younger airmen are not responsible enough to handle their own money. If they were given BAS, they would go out and spend all of it on other things and then would not have enough to eat on.² Since the government is responsible for feeding them (so the rationale

²Huitt Taylor, GS-12, Military Airlift Command Food Service Officer, Scott AFB, Missouri; November 1982, personal conversation.

goes), the meal card is the only way to insure this responsibility is met. This outdated theory is actually only an excuse for other motives.

The foremost motive is to provide justification for the Commissary. The primary mission of the Commissary is to provide troop issue support for the dining halls. It just so happens that the Commissary supports Air Force families, retirees and several other categories of personnel with wholesale priced groceries (plus a nominal 4% surcharge to pay for operating supplies and new commissaries.) If anything was to happen to reduce the number of enlisted dining facilities, then the Commissary benefit might be jeopardized.

Another reason airmen are not given a choice as to accepting a meal card or BAS is because of money. Congress realizes that airmen on SIK will utilize the dining facility only 50% (or less) of the time.³ This saves the government a tremendous amount of subsistence money. The people who lose out are the younger airmen, the ones who cannot afford to lose much. On the other hand, the enlisted member who receives BAS can elect not to eat a meal and pockets that portion of his/her BAS allowance given to pay for that meal. The airman on a meal card loses that portion of his/her entitlement and the government saves that much more.

³Lt. James Cone, Food Service Officer, Homestead AFB, Florida, October 1982, personal conversation.

BAS should be given to all airmen is because it would also tremendously boost morale and increase job satisfaction. This act would be a major step towards the Air Force goal to make our younger airmen more responsible through learning how to handle responsibility. It has been known for a long time that a motivated individual will produce more, and a better quality product. It is now realized by management experts, that the way to motivate people is to give them more responsibility for their work and for their own welfare. Frederick Herzberg, in his Pittsburgh studies, found that to bring people to a satisfied-but-unexcitable level of motivation, required the freedom to exercise initiative and ingenuity, to experiment and to handle job problems in their own way. Control over their own work and having considerable responsibilities, rather than the tangible rewards of work, was the motivator.⁴

Finally, giving all airmen BAS would actually force Food Services to improve the quality of both food and service to the patron. Without a captive audience, management would have to improve the food product and its service in order to "sell" their product. This would not only improve the quality of life for those who elect to eat there, but it would also improve the job of those individuals working in this career field.

This study looks for a way to change the system "within the system". If a better way can be found which would not cost

⁴Saul W. Gellerman, Motivation and Productivity, American Management Association, Inc., 1978

the government additional funds, then there is no reason the system can't or shouldn't be changed. The basis for this study is, that by taking all factors into consideration, expenses could be eliminated and additional monies could be generated to exceed the cost of paying the additional BAS. Therefore, if this project proves positive, not only will the Air Force and its members benefit, but so will Uncle Sam - by saving money!

THE REVIEW OF THE RELATED LITERATURE

The Purpose Of The Enlisted Dining Facility

There are two reasons why the Air Force enlisted dining facility exists. The first reason is to make hot, nutritious meals available to the enlisted members residing in the dormitories. Secondly, they provide a training ground in order to keep our military cooks prepared in case we have to go to war.

The first reason, providing meals to the troops, goes back many years to the Army lifestyle. The Army was considered home. In fact, it was everything. The Army furnished the soldiers their food, shelter and clothing. The first sergeant was mother, father and big brother. There was an old saying, that if the Army wanted you to have a wife - they would have issued you one! Society, forty years ago, was not as mobile as it is

today. Additionally, the restaurant industry was not as prolific as it has now become. Therefore, then it was only natural for the military to provide "meals for the troops."

Today, things have changed tremendously. The military is not "everything to the soldiers" anymore. This is especially true of the Air Force. The airman has more freedom, more money and more time to pursue personal interests. The military member's life is not totally dominated and confined to the base installation anymore. The airman of today wants more responsibility for deciding how he or she lives their life.

The problem is that many people in positions of high command feel that airmen are not financially responsible enough to be given an subsistence allowance and to properly use that allowance to feed themselves. They believe that they will go out and booze it up, gamble it away or blow it on a massive spending spree. Then these young troops wouldn't have anything left to eat on. Many commanders rationalize that it is the government's responsibility to insure that these young troops are fed. To insure this responsibility is met, they believe it's better to provide the meals. This precludes any Congressional inquiries as to why Mrs. Smith's son is literally going hungry in the service of his country.

The second reason the enlisted dining facility exists is to keep military cooks prepared in case of war. In fact, most Air Force military cooks are on a specialized team known as Prime RIBS. RIBS stands for Readiness in Base Services. Base

Services is the organization to which military cooks are assigned. Prime RIBS teams are trained food preparation methods under field conditions, which is most likely to be the environment they would be utilized in during a war. Chief Master Sergeant Joseph H Smith, in his article, Dynamic Role of Readiness Training, stated, "Why are we, in readiness, so concerned with training? The answer should be quite obvious: Out-manned by numerical odds favoring our Warsaw Pact adversaries, our only recourse, at least for the present, is to create a state of readiness that would cause concern to any potential aggressor."⁵ Keeping personnel prepared for war is a very costly, but a very necessary, expense. It would be too late to begin training personnel if and when a war actually begins. By the time we have our first soldier trained, the war could be over - and possibly lost. Chief Master Sergeant Joseph H. Smith went on to say, "Preparation is vital, in terms of both an improved readiness posture and a realistic training program"⁶ This is the primary reason we need our dining facilities and why we go to such great expense to keep them operating.

Colonel Vale, a former Chief of the Air Force Services Office (AFSO) also alludes to the mission of the dining facility when he stated, "The training of competent food service people who are ready and able to serve with equal competence in either a field kitchen or a dining hall is perhaps the most pressing

⁵CMS Joseph H. Smith, "Dynamic Role of Readiness Training," Engineering and Services Quarterly, August 1980, p.3.

⁶Ibid., p. 5

need of AFSSO. A multifaceted approach to mission readiness and consumer oriented food service is basic."⁷

Former System Under SCAMS

The Subsistence Credit Allowance Management System (SCAMS) was the traditional system used for determining and managing the cost of subsistence and the earned income for food service facilities. Today, the system is modified so SCAMS only applies to the airmen on a meal card, while the BAS patron is under the A La Carte (ALACS) system. SCAMS is based on a headcount and a basic daily food allowance (BDFA) which determine an authorized monetary allowance.⁸ Every month the BDFA is calculated because of the change in food prices. In 1982, the average BDFA for Little Rock AFB was \$3.46. This is the amount the dining facility is reimbursed to feed an airman one ration (defined as three meals). For each person eating breakfast, the dining facility gets 20% of the \$3.46 (BDFA) or \$.69. For each lunch or dinner meal, the dining facility gets 40% of the BDFA or \$1.38. So, if an airman eats all three meals, the dining facility gets 100% (20% + 40% + 40%) of the BDFA or \$3.46 (\$.69 + \$1.38 + \$1.38). This monetary reimbursement is used to purchase food from the Commissary for preparation of the meals.

⁷Colonel Lewis G. Vale, "The Changing Role of the Air Force Services Office," Engineering and Services Quarterly, February 1978, p. 24.

⁸"Food Service Operational and Reporting System," Air Force Regulation 146-7, 16 Feb 82

At the end of the month, the cost of food purchased from the Commissary should not exceed the total dollar amount received in BDFA credit reimbursements.

The airman on a meal card is allowed to eat all his/her meals, with unlimited second servings, at no charge. The BAS patron previously had to pay a flat fee (approximately \$1.50) and could also eat as much as he/she wanted. Today, at bases where the A La Carte System is implemented (such as Little Rock AFB), the BAS patron must pay the actual food cost for each individual food item selected. There were definite problems associated with the former system which resulted in the gradual change to the present "modified" A La Carte System. The term "modified" came to be used to denote the fact that the system is only partially A La Carte as it only pertains to the BAS patron. The Modified A La Carte Program, in effect, utilizes the old SCAMS system for SIK patrons.

Problems With The Meal Card Program

There are many problems associated with the meal card program SCAMS system. The severity of some of these problems have been partially reduced as a result of the "modified" A La Carte program. However, it is the researcher's opinion that the system will not be completely rid of all problems until the system is totally A La Carte and all airmen can elect to receive BAS.

The first major problem is the inequity of the system. In a point paper prepared by Major Frank Dooley, the Chief of the Services Branch at the Strategic Air Command Headquarters in 1975, said, "The present meal card system is inequitable, i.e., if an airman chooses to eat elsewhere, it is at his own expense."⁹ For example, take two airmen of the same rank, time in service, and performing the same job. One is married and accompanied by his/her dependent(s) and the other is single. The married individual automatically gets BAS and the other, most likely, will be forced to live in the AF dormitory and have a meal card. If both of these airmen decide to go to McDonalds to eat lunch, the airmen on BAS has been given an allowance which will help pay for the meal. The other airman, being on a meal card, has no allowance to help pay for this meal, and in effect, lost his or her entitlement.

In an article in the Air Force Times, staff writer Tom Philpott stated, "Those individuals favoring a policy change to give more individuals BAS, say it would eliminate a major irritant for unmarried career personnel who are penalized financially when they skip meals in military dining facilities. With the absentee rate at dining halls running 40 percent, those ineligible for BAS lose an average of \$538 in compensation from missed meals each year."¹⁰

⁹Major Frank Dooley, point paper, subject titled, "BAS/A La Carte Food Service," 21 June, 1975

¹⁰Tom Philpott, "More Singles May Get BAS," Air Force Times, 15 December 1980

A second major problem concerns the different possible ways an airman on SIK receives less than his full BDFA entitlement when he/she fully utilizes the dining facility. Under the old SCAMS system, if same two airmen referred to above, decided to eat in the dining facility, the airman on a meal card could again lose out several different ways. For example, if the dining facility was serving steak, the food cost would probably be \$3.00 per serving. However, the facility would only get \$1.38 (40% of the BDFA) credit to pay for this steak meal. This means that sometime in the next few days, a less quality meal would have to be served (below the average \$1.38 cost per person) in order to make up the loss on the steak meal. Of course, everyone knew when the dining facility was serving the more expensive meals, so that's when all the people on BAS would go there to eat. This produced an excessive loss which had to be made up with less-than-average meals, penalizing the airman on a meal card. This problem is solved under the modified A La Carte system because the BAS patron must reimburse the dining facility for the actual cost of the meal. So no longer can the dining facility serve "beans" and charge for "steak". Under A La Carte, the BAS member pays "bean prices" for beans and "steak prices" for steak.

Another way an airman on a meal card can lose his full BDFA entitlement is when there is excessive waste or theft. A loss of inventory has to be made up by serving a less costly meal than could have otherwise been served. Remember, the

credit received versus the cost of food purchases must remain relatively equal. A loss of inventory must be "replaced" by serving less costly meals thus increasing the subsistence credit account. One might rationalize that since an airman can eat all he or she wants, then they can always get their full BDFA. This might be so, however, eating three or four plates of beans and weiners just to get the full food entitlement, might not be so desirable.

Waste is another form of inventory loss. Waste can result from one of two ways. Either by preparing excessive food quantity or by meal card patrons taking more food than they can actually consume. In an all-you-can-eat system as this is for SIK patrons, most people will not take small amounts first time through and then go back. Rather, they take everything they think they might eat, and as a result, there is a lot of plate waste. In any event, waste reduces inventory unnecessarily forcing "less quality" meals to be served.

A third problem is the resentment airmen on a meal card have for those on BAS. This is very understandable. Not only does the airman on BAS have a choice whether or not to eat in the enlisted dining facility, but the BAS patron can actually make money by eating at the SIK patrons facility.

An airman on BAS (in 1982) could eat three meals in the dining facility at an approximate cost of \$3.70 (\$.70-breakfast and \$1.50 each for lunch and dinner). The BAS rate was \$4.50 (in 1982), so the airman on BAS could eat all he/she wanted,

three meals a day, and still pocket an average \$.80! Regulation states BAS personnel can eat only 30 meals per month in an enlisted dining facility, however, in reality this requirement is never enforced. This very obvious discrimination against the meal card holder has caused much resentment towards the BAS patron and the meal card system.

A fourth major problem is the negative psychological effect resulting from having to eat all their meals in the same place, three times a day, seven times a week, (or else lose that portion of their entitlement). This negative attitude manifests constant complaints about the quality of the facility and the food. No matter how good the food or facility may be, because the meal card holder feels coerced to eat there, there are always unjustified complaints. These complaints and negative attitudes have a very demoralizing effect on Food Service personnel. A chain reaction begins to occur, causing the Food Service personnel not to care, since "all the patrons do is complain anyway." As a result, the quality of the food preparation is actually compromised just because of this very real negative psychological feeling.

A fifth major problem exists, at times, with the quality of food. There are several reasons for this poor quality of meals. First is the bad attitude of the food service workers just mentioned. Second, there is little incentive for management to insure that the meals are high in quality since there is not a profit motive. A restaurant is normally in business to make

a profit. In order to do this, they must have initial and repeat customers. To get repeat customers, the service and food quality must be good. If not, profits usually drop and the manager, responsible for the results, is fired. Therefore, the manager is vitally interested in the quality of food and service he or she offers to the customer. In the Air Force, the manager is an Air Force member, who for the most part, is almost impossible to relieve from duty for average performance.

Another reason is that the facilities and equipment are old and need upgrading. Colonel Vale addressed this problem in his article, The Changing Role of the Air Force Services Office. He stated, "Facility and equipment is another area of challenge. A surge of new construction in the late 1950's and 1960's provided the Air Force with many well-designed (at the time) and sound structures. Dramatic changes in the preparation and service of food have rendered many of these facilities almost obsolete."¹¹

A final reason deals with the most basic commodity: food. Colonel Vale goes on to say, "In recent years, food has been increasingly more of a problem. Greater sophistication on the part of the customer, numerous changes in the various support and supply elements, shortages and other things have contributed to a less than satisfactory menu available to the dining hall patron."¹²

¹¹Vale, "The Changing Role of the Air Force Services Office," p. 24.

¹²Ibid.

As previously mentioned, airmen on BAS are allowed to eat in the dining facility only 30 times per month by regulation. However, in reality, this rule has never been enforced for two reasons. First, it would take a tremendous amount of time to check each signature on each day's sign-in sheet to see how many times a particular person ate. Secondly, the dining facility actually wants the additional headcount as it gives them more money in the credit account. A small headcount almost always produces a loss on a meal due to the minimum amount of food which has to be prepared. The larger the headcount the more credit in excess of food the cost is normally made.

All of these problems have a negative effect on the morale of Air Force airmen. To what extent these problems have actually contributed to nonproductivity, AWOL rates and reenlistment rates are hard to quantify. However, to some degree, certain figures and rates concerning these undesirable effects were found to have decreased at the bases where the Air Force tested the all BAS system.

All BAS/A La Carte Test Programs

Captain Richard A. Probst, in his article, BAS/A La Carte: A Future in Air Force Feeding, said, "The military food service environment is experiencing revolutionary changes in the advent of the all volunteer military force. The traditional feeding systems which were appropriate in the past when the center of man's life was the military installation are no longer suitable.

The increased affluence and mobility of the modern service member have resulted in a more free life style and the familiar economic phenomenon of rising expectations, particularly in those areas addressed in our people programs. Meeting the needs of today's airman and planning for future changes require foresight and creativity."¹³

This philosophy is also held by many Air Force officials. In fact, the Air Force goal is to eventually change to an all BAS system. John Ginovsky, an Air Force Times writer, reported, "An Air Force official told Air Force Times that the eventual goal is to provide the all-BAS system to all career enlisted personnel."¹⁴ Additionally, Major Frank Dooley, in his point paper dated 21 June 1975, stated, "BAS/A La Carte is the system the Air Force needs, especially in view of present subsistence policy goals, i.e., BAS for all enlisted personnel by FY 1978."¹⁵

There were three bases where the new A La Carte program was tested. The first test was launched in October 1972 at Shaw AFB. At the direction of Headquarters US Air Force, a similar test was implemented at Loring AFB, Maine, on January 1, 1975. The primary purpose of expanding the BAS/A La Carte concept to Loring AFB was to demonstrate that this system could

¹³Captain Richard A. Probst, Captain Thomas T. Taylor, "BAS/A La Carte: A Future in Air Force Feeding?," Engineering and Services Quarterly, May 1977

¹⁴John Ginovsky, "Food Services Held Vulnerable to Fraud," Air Force Times, 21 July 1980

¹⁵Dooley, "BAS/A La Carte Food Service"

be readily implemented without major renovation, equipment, or staffing investments.¹⁶ The efforts at Shaw AFB had already admirably demonstrated the feasibility and desirability of this system. Both tests consisted of placing enlisted personnel, who were in possession of a meal card, on Basic Allowance for Subsistence and selling all food on an individually priced (a la carte) basis.

The third base to test the program was Barksdale AFB, Louisiana, which began in October of 1976. The primary difference in this test, compared to the Loring and Shaw tests was that the enlisted personnel which were on meal cards remained on meal cards. Actually, the new system only affected the BAS customers. The pay rate for them changed from a flat fee for all-you-can-eat, to an individually priced system. This system became known as the "Modified A La Carte System". The purpose of the Barksdale program was to familiarize and train food service personnel in A La Carte feeding techniques and to refine operating procedures to eventually enable a smooth transition to an A La Carte system Air Force wide. The Barksdale program is the logical interim system pending implementation of the stated Air Force goal.¹⁷

¹⁶BAS/A La Carte Food Service Concept First Quarter Operations Report, Headquarters Strategic Air Command, 23 May, 1975

¹⁷Probst, Taylor, "BAS/A La Carte: A Future in Air Force Feeding?"

The A La Carte System

Basically, the A La Carte program is the same as that used by commercial cafeterias. Each food item is priced separately. At a commercial establishment, overhead and profit must be added to food costs of each individual item to arrive at the selling cost. However, under the Air Force program, menu items are sold at the actual food cost. This requires careful planning by managers because the cost of an item cannot be changed to make up a loss from another item. Proper storeroom procedures are a must, as are portion control and progressive cooking.

An article from the 1977 Engineering and Services Quarterly explains how the A La Carte system works. It states that an essential component of A La Carte pricing is the Automated Recipe Cost Calculation System. Recipes are filed in a Master Recipe Tape which has each recipe ingredient recorded by unit of measure. The file is maintained on the base B-3500 computer system and updated monthly to reflect current prices. The system outputs a listing of any recipe which is new or has changes. Changes are made by keypunching delete or detail cards as appropriate. Unit price changes made to any component automatically revises the costs of all recipes using that particular component. The new recipe costs are then coded into the cash registers.

Computerized cash registers are used to record sales. The machines are simple to operate and it takes only a few seconds

for the cashier to ring up a customer's order because each menu item has a separate key with the price already entered in the machine. After entering all the items for a purchase, the cashier then enters the meal card number or collects the amount of the sale as applicable. The registers are programmed to store a multitude of information on each meal which can be extracted via the cash register tape. This information includes the number of individuals fed who are on BAS, the number who have meal cards and the number who work for the mess attendant contractor. It also gives the number of customers returning for seconds, the total number served and the number served at half hour intervals. The total amount spent by cash customers, the total amount of credit used by those on meal cards and the total surcharge are also given. The total amount of cash and credit sales, excluding surcharge, is printed out to give the monetary credit to the dining facility for that meal. The total amount spent by each type of customer is automatically averaged to give the average purchase by each type of customer.¹⁸

Financial Management

A major point of concern about the BAS/A La Carte system to the uninitiated is the possibility that the younger airmen would be unable to manage their BAS "windfall". Shaw AFB results indicated that this is not a problem; however, a centralized

¹⁸Ibid.

meal card issue point was established in the 42nd Bomb Wing and simplified procedures were established to permit former SIK personnel to reacquire meal cards if desired.

At Loring AFB a similar program received widespread publicity; however, there were no instances of airmen requesting return to SIK status. One individual of the more than 3,000 assigned maintained a meal card when the conversion to all BAS occurred. His motivation was related to a personal financial hardship. Considering the fact that there were over 700 meal card holders converted to BAS, the solitary meal card holder provides ample evidence that the younger airmen can manage their BAS.¹⁹

Lieutenant General James Keck, the Eighth Air Force Vice Commander in Chief (1977), said, "The Loring patrons like the program and we have experienced no difficulty with airmen managing their finances under this system. We are convinced that adoption of the BAS/A La Carte concept is in the best interest of the Air Force."²⁰

Results From The Test At Loring AFB

The Strategic Air Command operational report gave some of the results obtained from the test at Loring AFB.²¹ Under

¹⁹SAC Operational Report, 23 May, 1975

²⁰Lt. General James Keck, personal letter to Hq USAF/LG, subject BAS/A La Carte Food Service, 9 June, 1975

²¹SAC Operational Report, 23 May, 1975

system performance the report gave these remarks concerning initial reactions.

A. Preliminary response to this system indicates that Loring airmen prefer the BAS/A La Carte concept over the conventional system. Greater variety, improved food quality and reduced waiting time in the serving line have been significant factors. An additional \$72.30 per month in BAS payments has also favorably influenced former SIK personnel.

B. Another noticeable factor is a distinct reduction in plate waste.

C. An interesting phenomenon is a vast decline in the number of box meals for ground feeding consumed by Loring AFB airmen since BAS/A La Carte was implemented.

Under nutritional aspects the report stated, "Before the conversion to the BAS/A La Carte system, Loring head count data indicates that 73.8% of all military personnel authorized to eat free meals ate at least one meal during a three day survey. These SIKs averaged 1.32 meals/day from the Loring dining halls. Two hundred of the SIKs did not eat any meals at the military dining halls. Those individuals on BAS ate an average of 0.47% meals per person per day from the military dining hall.

Additionally, 12.5% of all those authorized BAS ate at least one meal in the dining hall during the survey."²²

The consumer/worker opinion section was obtained by the Behavioral Sciences Division, Food Sciences Laboratory, US Army Natick Development Center during two visits to Loring AFB. The first visit was in October 1974 and the second in March 1975. The survey/interview work was the same on both occasions and gave the following results.

A. Both BAS and SIK personnel reported eating the majority of their meals outside the dining hall. It appears from the post-test interview that reported BAS attendance had slightly increased while reported SIK attendance had decreased substantially following the change to BAS/A La Carte. This finding was similar to that reported by TAC for the Shaw test.

B. In October 1974, both BAS and SIK personnel reported that the most serious problem in the dining system was the food (quality, quantity, and variety). In fact, 24 percent of those interviewed said that poor food was the main reason they didn't eat more meals in the dining hall. (This was only exceeded by the 45 percent who reportedly did not eat more in the dining hall because of other eating

²²Ibid.

habits, i.e., eating with their families.) Furthermore, food improvements was the area most frequently cited (mentioned by 41 percent of the interviewees) as the change that would lead to increased attendance (20 percent of the respondents felt nothing could be done). In the post-test interview, a fair number of persons said the food was better (quality as well as variety) since conversion to BAS/A La Carte.

C. All the BAS interviewees and 86 percent of the SIK said, in October 1974, that they would prefer receiving separate rations. (In March 1975, fewer than 10 percent of former SIK said that they would like to go back to a meal card.) There was somewhat more reservation, however, especially by BAS personnel, with regard to the all BAS policy. Many felt, both before and after the change to BAS/A La Carte, that younger airmen would eat poorly because of improper budgeting. Supporting this suggestion, a significant percentage of former SIK did report in the March 1975 interview that they ate less expensive foods and less often, in general, towards the end of a pay period than at the beginning. In October 1974, roughly 80 percent of both BAS and SIK personnel felt that the ration allowance was inadequate.

D. Prior to the change, only about 50 percent of BAS and SIK personnel favored item-pricing. The percentage increased substantially following the actual conversion to that system, even though many reported eating less food in the dining hall after the change than before. As indicated above, however, they reported the food was better. In addition, they stated that item-pricing has led to shorter waiting lines and, almost unanimously, that it has caused less waste.

E. In October 1974, roughly 75 percent of both BAS and SIK felt the Loring dining hall was worse than others they had experienced. In March 1975, this negative attitude appeared to have decreased significantly.

F. Prior to the change in the system, the food service workers, both civilian and military, were undecided concerning whether the BAS/A La Carte system would be better than the traditional system. In general, the civilian food service attendants felt that their jobs would be easier since there would be less food waste; and the military cooks felt that there would be more to cook, therefore, their jobs would be harder. General comments speculating about the new system would include the reduction of waste and greater degree of choice for the customer. Some workers were concerned about customers running out of money and the slowing of lines.

G. Preliminary results from the interviews conducted after the change indicated that 53 of the 54 workers interviewed preferred the BAS/A La Carte system overall for a variety of reasons including the smaller amount of waste, customer satisfaction, and what was perceived by the workers as a more positive customer attitude toward them. The civilian workers felt that their clean up jobs were now easier and more enjoyable, and the military workers expressed satisfaction with the increased opportunity for them to cook rather than serve and clean as they did under the old system.

The last area which was examined was the attendance patterns. Table 1, Average Daily Attendance Patterns, was included in the first quarter operational report concerning the BAS/A La Carte program and compared 1975 attendance in the two dining halls with participation data for the first quarter of Calendar Year 1974. In addition, this table provides the present-for-duty enlisted strength for both periods and per capita weighted rations served.

It is important to consider the total weighted rations served because an unrelated change in the consumer population at the alert dining hall distorts separate comparisons of the two dining halls. Analysis reveals that attendance distributions are not statistically normal (e.g., bell curve). This lack of normality complicates statistical inferences; however, it does

appear that no significant change in the overall attendance pattern was triggered by the implementation of the BAS/A La Carte concept.

TABLE 1
Average Daily Attendance Patterns

	1974			1975		
	<u>DH #5</u>	<u>DH #10</u>	<u>Total</u>	<u>DH #5</u>	<u>DH #10</u>	<u>Total</u>
Jan	428	37	465	353	91	444
Feb	423	41	464	362	97	459
Mar	407	49	456	376	100	476
Average Total	420	43	463	364	96	460

Enlisted Strength/Per Capita Weighted Ratios

Jan	3,516	(.132)	3,520	(.127)
Feb	3,370	(.138)	3,582	(.128)
Mar	3,336	(.137)	3,586	(.133)

Source: Strategic Air Command 1st Qtr. Operational Report, dated 23 May, 1975

Recommendation For Implementation

A letter from Lt. General R. M. Hoban, Commander, Headquarters Eighth Air Force in 1975 to the then Commander-in-Chief of the Strategic Air Command, sums up the enthusiasm everyone had for the new test programs. In his letter, General Hoban stated, "In a recent visit to Loring AFB, ME, I was highly impressed by the new BAS/A La Carte system in use at the dining halls. I personally interviewed several customers and food service personnel and was gratified to find that all were pleased with the new system. Dining hall officials also informed me that the new program is more efficient than the old one and that they are experiencing no undue problems in its operation." General Hoban went on to say, "My staff indicates that, so far, the results of the test have been impressive. Lowered food costs, decreased plate waste, increased customer satisfaction, and the relatively low cost of implementation are among the major plus factors. The few problem areas, such as employee training and the increased need for supervisors, have been overcome at this time. I urge immediate implementation of this system throughout Eighth Air Force. Although the Loring operation is only an Air Force test program, I feel that the new system is a success and that we should reap the benefits as soon as possible."²³

²³Lt. General Hoban, personal letter to CINCSAC/CC, subject BAS/A La Carte Feeding System, 6 June 1975

Denial By Congress

All tests showed that the system truly was very successful and highly desired. Then it came time for Congress to approve the additional funds necessary to implement the conversion. Unfortunately, Congress was looking in all areas to reduce spending, therefore, they couldn't justify the additional expense which would be required. The program, Air Force fought so hard to implement, was immediately squelched. The Air Force, however, continued to implement the modified A La Carte program which served to partially eliminate some of the problems under SCAMS. Air Force officials were very disappointed with having to compromise, yet, they realized that the Modified A La Carte was one step closer the desired goal.

THE DATA
AND THE TREATMENT OF THE DATA

The Data

The data of this research are of two kinds: primary data and secondary data. The nature of each of these two types of data will be given briefly below.

The primary data. The primary data will be the information collected from the groups chosen to participate in the testing of the effects of BAS with regard to airmen's choice of eating patterns.

The secondary data. The secondary data will consist of the information collected concerning dining facility operating and maintenance expenses, labor costs and related expense information.

The Criteria for the Admissibility of the Data

Only those data summary sheets which are correctly filled out by members of the testing group, in accordance with the provided instructions, will be used in the study.

Secondary data obtained from Air Force officials will be treated as reliable information obtained from competent sources

as experts in their field of knowledge. Additionally, the secondary data obtained from Air Force documents will be considered competent sources prepared by experts in their field of knowledge.

The Research Methodology

The nature of the information required to compile the data, to either prove or disprove the hypotheses, is the determining factor as to the selection of the methodology of research. There are four basic methods which can be used to collect data. These four methods are:

- A. The Experimental Method
- B. The Descriptive Survey Method
- C. The Historical Method
- D. The Analytical Survey Method

Each method serves, in its own way, to extract truth from a set of numbers, a collection of ideas or a cluster of historic events. These methods will be examined to determine which method or methods will apply in this study.

The Experimental Method. The experimental method, according to Paul D. Leedy in his book, Practical Research, deals with the phenomenon of cause and effect. Basically, in this method

we have two situations which we examine for comparability. Then, the researcher attempts to change one of these by introducing an extraneous dynamic. The situation is then reevaluated to determine if, in fact, there was a change, and if so, the nature of it. Of course the assumption here is that the introduced variable was the factor which caused the change. Hopefully, some meaningful conclusions can be reached by observing these results. In our research, we will not utilize this method.

The Descriptive Survey. The descriptive survey method involves observing a selected population or group at a point in time and describing exactly what the researcher sees. The theory is that what happens to this group can be construed as normal, and under the same conditions, could be observed at some point in the future. Again, Paul D. Leedy tells us that the population must be carefully chosen, clearly defined, and specifically delimited in order to set precise parameters for ensuring discreteness in the population. He goes on to say that the data obtained from this method is susceptible to distortion through the introduction of bias into the research design.²⁴ Naturally, this method, as do all others, demands that the data be presented systematically so that valid and accurate conclusions may be drawn from it.

²⁴Paul D. Leedy, *Practical Research*, MacMillan Publishing Co., Inc., 1980

In collecting the data to solve subproblem one, we will use this method. However, instead of the researcher observing the selected population, the population will record their own actions, as related to the subject, on a daily basis. It must be understood that there will not be any interpretation on their part, as their recordings will strictly be factual data. Upon the conclusion of the data collection period, the results will be tabulated and the researcher will then make the appropriate observations.

The Historical Method. This method lends itself to information or data which is written about events that have happened in times past. This information can be extracted through different sources such as libraries, personal collections and reports generated and held by private and public businesses and/or corporations. This method is effective in uncovering events which have taken place in the past. Through analysis and interpretation, this data can be combined into a case which may show us new or unknown relationships which can lead to new discoveries. This will be the method used in obtaining the required information in solving subproblems two and three.

The Analytical Survey Method. This final research method, the analytical survey method, will be used with the descriptive survey method in solving subproblem one. The basis of this

method is quantitative in nature. The researcher analyzes the data by means of statistical formulas and equations in order to infer certain meanings which may be hidden within the data itself.

Specific Treatment Of The Data For Each Subproblem

Subproblem one. The first subproblem is to determine the average number of meals per month which would be eaten at Air Force dining facilities if all airmen were given basic allowance for subsistence.

The Data Needed

The data needed in solving subproblem one are the tabulated results of the eating habits of unaccompanied airmen living in the Air Force dormitories at Little Rock AFB, Arkansas. It is important here to explain why this specific population is restricted to only those airmen living in the dormitories. We want to find out the change in eating habits (as it pertains to location and dollar value purchased) for those airmen not presently on BAS assuming that they are given BAS. This group of people will be the first observation group and their eating patterns will be compared to a second observation group. Airmen not living in a dormitory automatically get BAS. However, the converse is not true. Most airmen living in the dormitories do

not get BAS, however, a few do. It is these people that we want to use as the second observation group. It is assumed that the eating habits of meal card holders will most likely change to parallel the eating habits of those airmen on BAS, when SIK members begin to receive BAS for the first time.

The secondary data required to solve this subproblem is the dollar sales volume for SIK members, the total dollar sales volume, and the total number of meals served for a six month period.

The Location of the Data

The location of the data required to solve subproblem one will be in the hands of the test groups as they collect the data as it occurs. Each person selected to serve as part of the test group already has a pattern of eating habits established. However, the actual data to be collected will not even exist until the events occur. These events will occur during a 30 day recording period during which the respondent will record where he/she chose to eat, how much was spent and why that individual decided to eat there. All the people selected for the test group will be stationed at Little Rock AFB, Arkansas.

The secondary data required is located in the files of the Food Service Office at Little Rock AFB.

The Means of Obtaining the Data

The first step is to define the population from which the test groups must be selected. The participants will be those individuals living in the Air Force dormitories willing to volunteer for this study. These members may be on SIK or BAS. In fact, members of both categories are needed. The first group will consist of SIK members while the second group will be BAS members.

A letter, with an attached return postcard, will be distributed to the living quarters of all airmen living in the dormitories. Appendix A exhibits this letter. Members wishing to volunteer for this project will be asked to return the postcard with all the required information. These cards are addressed to the Services Division Staff Office at Little Rock AFB, where they will be collected and forwarded to the researcher.

Members wishing to participate will be sent an information package including all forms necessary to complete the recording of the requested data. Appendix B exhibits this package. The 30 day test period will begin upon receipt of the package.

The Treatment of the Data

How the Data Will Be Screened. The completed data sheets will be returned to the Services Division Staff Office at Little Rock AFB where they will be collected and forwarded

to the researcher. These sheets will be screened to eliminate those that were not completed as required.

How the Item Analysis Will Be Made. All of the screened data sheets will be treated by performing an item analysis to determine the percentage of answers in each response category. The three categories which they responded to were: 1) where did they eat, 2) how much did it cost them for their personal meal, and 3) what factors influenced their decision to select the eating establishment they did, if in fact, they ate at all. Each category is broken down into several possible responses and coded with a number to simplify the tabulation of data for the participants. Each category also has an "other" response in which the participant is asked to specify their exact answer in case the given choices do not meet their desired response.

How the Data Will Be Intrepreted. The percentage of the time that BAS airmen eat in one of the Air Force dining facilities will be calculated and compared to the percentage of the time that SIK airmen ate in the dining facilities. The difference, if any, will be construed to be the change that will take place if all airmen on a meal card were given BAS.

Subproblem two. The second subproblem is to determine any expenses which could be eliminated or reduced, given a change in the meals served (as determined by subproblem one).

The Data Needed

The data needed for solving subproblem two are broken out by each category (BAS or SIK) and will be extracted from the records dating October 82 through March 83. The data required to solve subproblem two for each category are the following:

- A. The number of meals served from each facility for Oct. 82 - Mar. 83.
- B. The average cost per month of subsistence used to feed SIK personnel.
- C. The estimated change in mess attendant contract costs as a result of the change in the number of meals to be served.
- D. The cost savings resulting from the reduction in the number of civil service employees working for the enlisted dining facilities.
- E. The change in the cost of operating supplies.
- F. The equipment and furniture replacement savings if an entire facility could be closed.
- G. The utilities savings which would result if an entire facility could be closed.
- H. The maintenance savings, to include both labor and material, if an entire facility could be closed.

The Location of the Data

The required data will be found in various agencies at Little Rock AFB. Items A and B can be found in the files of the Food Service Staff Office. Item C can be estimated by the Contracting Office. Item D can be determined by the Personnel Office. Items E and F can be determined by the Services Staff and the Food Service Offices. Items G and H can be estimated by Civil Engineering.

The Means of Obtaining the Data

All of these agencies come under the control of the Base Commander. Therefore, I will present a briefing to him on this study and obtain his permission for acquiring any necessary information.

The Treatment of the Data

How the Data Will Be Screened. The data will be screened to insure that it pertains only to the dates of October 82 through 83. Additionally, any non-reoccurring item which would abnormally distort the figures will be omitted. The criteria for determining whether an item would fall into this category will be the determination of the OPR. These items will be noted as having been in the original data and extracted.

How the Item Analysis Will Be Made. All of the cost figures obtained in Items B through H will be totaled. A savings of \$50,000 or more per month would be considered substantial for this project. This savings will later be added to the monies generated from the additional surcharge which will be determined in subproblem three.

Subproblem three. The third subproblem is to determine the additional monies which could be generated if a 30% surcharge was levied on meals, in addition to any surcharge presently required.

The Data Needed

The data needed are:

- A. The average cost of eating at the dining facility.
- B. The average cost of eating at the commercial eating facilities.
- C. The total dollar sales and number of all meals sold from Oct. 82 until Mar. 83.

The Location of the Data

The data required to determine A and C above are located in the files of the Food Service Staff Office at Little Rock AFB. The data needed to determine B can be found in the returned survey results.

The Means of Obtaining the Data

The request to obtain this data will be made to the Base Commander at Little Rock AFB. This will be the same request as in subproblem two, same subject.

The Treatment of the Data

How the Data Will Be Screened. All data will have previously been screened as a result of the action taken in subproblem one.

How the Item Analysis Will Be Made. First, we want to determine if the 30% surcharge will have any effect on the frequency of the dining facility patron. We are assuming that if the cost of eating other than at the dining facility exceeds the cost of eating at the dining facility by 30% or more, then, there will not be any adverse relationship.

Second, we will use the data in Appendix C, total sales, to determine and average monthly sales figure. Then using average monthly meals, the average cost per meal will be determined. Once this is determined, the total projected sales can be estimated. Finally, the total revenue generated from the 30% surcharge can be determined by multiplying total projected sales by 30%. This total amount will be the extra monies expected to be generated as a result of the 30% surcharge.

How the Data Will Be Interpreted. No interpretation will be required in this section. The grand total of monies generated by the 30% surcharge will be added to the savings found in subproblem two and the total of the two will be compared against the cost of paying the additional BAS to those personnel now on SIK. If the total of the expense savings and surcharge monies exceed the amount required to pay the additional BAS, then the answer to the problem this study undertook is yes, it is cost effective to give all airmen BAS. If the total does not exceed the additional BAS which would be required to be paid, then the answer is no, it is not cost effective.

GENERAL PROCEDURE

Collection Procedures

In June, 1983, a visit was made to the test base to distribute the initial information sheets (Appendix A) requesting participants for the survey. In all, over 2000 requests were distributed which encompassed 15 airmen dormitories and approximately 1200 airmen. Each dormitory room received two requests for those rooms with two airmen living in them. Rooms which had only one individual living in them also got two requests as the researcher did not know if a particular room had one or two individuals assigned to it. This

accounts for the difference in the number of requests distributed and the number of airmen who were to receive a request.

There were 189 initial responses to the request for participation in the study, which is approximately 15.75% of the total population receiving the request. Fourteen of the 189 responses had to be thrown out for various reasons. Some of the individuals did not put a complete mailing address and others actually lived off base and did not live in the dormitory.

Survey packages were mailed out to 175 participants with a cover letter, a survey sheet and instructions for completing the survey (Appendix B). Instructions were given to mail the completed form to the Base Services Division, where they would be collected and forwarded to the researcher. Of the 175 individuals who were mailed a survey package, only 34 individuals actually followed through with the 30 day survey and returned the results. Upon screening the returned results, nine surveys were thrown out for failing to complete the survey as prescribed in the instructions.

Of the 25 actual surveys used, 21 were from individuals who were on a meal card which was 84% of the total respondents. Four were from individuals on basic allowance for subsistence and accounted for 16% of the total respondents. These percentages closely approximate the actual SIK and BAS population living in the dormitory. As previously stated, most members living in the dormitory are on a meal card. Exceptions are made for unusual reasons, (i.e. their job which would make it impossible to use the dining facility).

Treating The Data

The survey sheets were tabulated and compared to see the difference in the number of times an individual would eat in an Air Force enlisted dining facility and the dollar amount spent there as compared to eating at other eating establishments and the dollar amount spent there. Responses 2 and 3 under block 1 entitled, "where did you eat?" were added together to find the total number of meals eaten in the enlisted dining facility. Responses 5, 6 and 7 were added together to find the total number of meals eaten at commercial eating facilities. A frequency percentage was calculated for each group (SIK vs BAS) and for each event (eating at the dining facility or eating at a commercial eating facility). The frequency percentage was based upon the number of times an event actually occurred as compared to the number of observations or times the event could have occurred. The number of observations vary between the participants and even within the different meal categories of the same participant. The number of observations vary since some participants went on leave or on temporary duty at another location for a few days during the survey period. These days were not counted as this posed a different eating situation and would not contribute to an accurate observation. Additionally, ground feeding (box meals) served out of the flight kitchen (response #4) was not counted as an observation as there is usually no choice to receive these meals. They are normally

ordered and served because a member cannot leave his duty station.

The results of these tabulations are shown in Appendix D. Each category (breakfast, lunch and dinner) breaks out each participant's number of observations (OB), the number of times they ate in the enlisted dining facility (EDF), and the total amount spent for those meals eaten in the enlisted dining facility (EDF \$). It also shows the number of times they ate at a commercial eating facility (CEF), and the total amount spent for those meals eaten in the commercial eating facility (CEF \$). A total is given for each observation group (BAS vs SIK).

THE HYPOTHESES

The First Hypothesis

The first hypothesis is the average number of meals served at the enlisted dining facility would be substantially reduced, if all airmen were given basic allowance for subsistence.

An assumption was made that the eating patterns of airmen on a meal card would change to mirror those on BAS if they were also given BAS. Therefore, we turn to the survey to determine the difference in the eating patterns.

To determine the frequency the BAS group ate in the enlisted dining facility, we add the number of events recorded for the different categories (breakfast, lunch and dinner) for this group (see Appendix D). In the BAS group, there was 1 event for 86 observations for breakfast; 14 events for 83 observations

for lunch; and 13 events for 100 observations for dinner. The total is 28 events for 269 observations. (In other words, the BAS group ate there a total of 28 out of 269 possible times). The frequency rate is calculated as:

$$\frac{28 \text{ events}}{269 \text{ observations}} = 10.4\% \text{ frequency rate}$$

For the SIK group, there were 125 events for 494 observations for breakfast; 170 events for 471 observations for lunch; and 188 events for 493 observations for dinner. The total is 483 events for 1458 observations which is calculated as:

$$\frac{483 \text{ events}}{1458 \text{ observations}} = 33.1\% \text{ frequency rate}$$

Now that we know the frequency of the eating patterns at the enlisted dining facility, we need to know the average number of meals eaten by the SIK group at the enlisted dining facility. Once this is known, a ratio of the frequencies can be used to give the expected reduction of meals at the enlisted dining facility if the SIK group were given BAS. From there, all that is needed, is to subtract the reduction in meals from the average number of meals and the result is the total number of meals which can be expected to be served to all patrons if SIK members were given BAS.

To find the average number of meals served, we extract the information from Appendix E totaling the data from October 1982 to March 1983. The total meals served from the Razorback,

Liberty and Brown Bag Inns are summarized on the Razorback data sheet. The following were the monthly meals served at all enlisted dining facilities (except the flight kitchen) at Little Rock AFB:

60,691	October 82
59,629	November 82
51,214	December 82
61,349	January 83
55,798	February 83
<u>63,488</u>	March 83
352,169	Total

352,169 total meals
6 months = 58,695 avg. meals per month

The average number of meals per month served at all three enlisted dining facilities is 58,695. We now have to find the percentage of SIK meals as compared to total meals. To do this, information from Appendix C is used. We find the average of total SIK sales from October 1982 to March 1983 and compare this to the total of all sales for the same time period. The following is extracted from Appendix C:

<u>SIK Sales</u>	<u>Total Sales</u>
\$ 54,580	\$ 71,772
51,425	68,880
45,726	60,071
52,630	70,146
46,089	61,539
<u>50,435</u>	<u>68,817</u>
\$300,885	\$401,223
<u>\$300,885</u>	= 75.0%
\$401,223	

The 75.0% is the percentage of meals which are served to SIK members, as compared to all meals served. To convert this from a percentage to actual meals we multiply:

$$75.0\% \text{ (A)} \quad * \quad 58,695 \text{ (B)} \quad = \quad 44,021 \text{ (C)}$$

- (A) Percentage of meals served to SIK compared to all meals;
- (B) Average monthly meals served;
- (C) Average monthly meals eaten by SIK members.

To find the expected number of meals to be served to SIK members if given BAS, the following formula is used:

$$\frac{10.4\% \text{ (A)}}{33.1\% \text{ (B)}} = \frac{x \text{ (C)}}{44,021 \text{ (D)}} \quad x = 13,831$$

- (A) Frequency rate of eating in the dining facility for BAS members;
- (B) Frequency rate of eating in the dining facilities for SIK members;
- (C) New average monthly meals eaten by the former SIK members if given BAS;
- (D) Average monthly meal eaten by SIK members.

To find the expected reduction, the expected number of meals to be eaten by SIK members if given BAS, is subtracted from the average monthly meals eaten by SIK members. This reduction is then subtracted from the total average meals served to find the expected total monthly meals to be served if SIK members were given BAS. The calculations are as follows:

$$\begin{array}{r} 44,021 \text{ (A)} \\ -13,821 \text{ (B)} \\ \hline 30,190 \text{ (C)} \end{array} \qquad \begin{array}{r} 58,695 \text{ (D)} \\ -30,190 \text{ (C)} \\ \hline 28,505 \text{ (E)} \end{array}$$

- (A) Average monthly meals eaten by SIK members;
- (B) Expected monthly meals to be eaten by SIK members if given BAS;
- (C) Reduction in SIK meals if SIK members are given BAS;
- (D) Average monthly meals served to both BAS and SIK members;
- (E) Expected average monthly meals to be served to all if SIK members are given BAS.

The total number of meals would be reduced by 30,190 meals, from an average of 58,695 to an average of 28,505, a 51.4% reduction in the number of meals served.

The first hypothesis is considered to be proven true, that a 51.4% decrease in the number of meals to be served, if all airmen were given BAS, would be, in fact, a substantial decrease.

The Second Hypothesis

The second hypothesis is that a tremendous reduction in expenses could occur as a direct result of a large decrease in the number of meals served. A tremendous reduction would be defined as anything exceeding \$50,000 per month. Only if the first hypothesis proves true (that there would be a large decrease in the number of meals served if all airmen were given BAS), can we proceed to see if, in fact, a substantial savings will result.

The first thing that should be determined is if any of the three enlisted dining facilities could be permanently closed as a result of the reduction in meals. To determine this, let's

look at a six month average of the number of meals served for each of the three enlisted food service facilities. It should be noted that the Razorback Inn is the main dining facility, while the Liberty Inn is a small dining facility. The Brown Bag Inn is a very small facility designed to serve only fast foods on a take-out basis only. The number of meals served by each facility from October 82 through March 83 (taken from Appendix E) are as shown:

<u>Razorback Inn</u>	<u>Liberty Inn</u>	<u>Brown Bag Inn</u>	
42,109	11,357	7,225	Oct 82
48,768	6,598	4,263	Nov 82
38,473	7,116	5,625	Dec 82
38,016	15,429	7,904	Jan 83
39,656	8,676	7,466	Feb 83
<u>43,456</u>	<u>10,039</u>	<u>9,993</u>	<u>Mar 83</u>
250,478	59,215	42,476	Total Meals

These six month totals average out to:

$$\frac{250,478}{6} = 41,746 \qquad \frac{59,215}{6} = 9,869 \qquad \frac{42,476}{6} = 7,079$$

If the total number of monthly meals is reduced to 28,620 meals, then it would be possible to permanently close both the Liberty Inn and the Brown Bag Inn. This would also leave the Razorback Inn with a reduced workload. The calculations are as follows:

41,746	avg. meals served at Razorback Inn
<u>-28,505</u>	new total of monthly meals
13,241	reduced workload at Razorback Inn

There are seven areas where expenses could be reduced as a result of reducing the number of meals to be served. The seven areas are:

- 1) The food cost of all meals served to SIK patrons.
- 2) The reduced costs associated with the Food Service mess attendant contract.
- 3) Wages paid to civil service workers.
- 4) Costs associated with reduced supplies.
- 5) Costs associated with reduction of furniture and equipment.
- 6) The utility savings from closing the Liberty and Brown Bag Inns.
- 7) Labor and material maintenance costs which would be saved by closing the Liberty and Brown Bag Inns.

The first area of savings is the subsistence cost associated with giving "free" meals to meal card holders. Sales for SIK personnel is the amount of money or credit given to the individual food service operation to purchase food from the commissary for the meals. Under the All BAS/A La Carte program, this would no longer have to be paid. Under this program, all members would be given BAS, thus all food served would be reimbursed to the government by the patron. The average savings are taken directly from Appendix C and are shown below:

SIK Sales

\$ 54,580	October 82
51,425	November 82
45,726	December 82
52,630	January 83
46,089	February 83
50,435	March 83
<u>\$300,885</u>	

\$300,885 / 6 months = \$50,147 Monthly Average

The monthly average savings from subsistence cost expected if all airmen were given BAS would be \$50,147.

The second area of savings would be the reduction in the food service mess attendant contract. The present contract costs \$847,000 per year or \$70,583 per month. According the base contracting officer, the contract was based upon a \$350,000 fixed cost, plus a variable cost of \$.70 per meal with a 710,000 meal guarantee. If the number of meals were reduced by 30,190 per month, then the contract could be reduced (beginning the new contract year) at an amount equal to the variable rate of \$.70 per meal. Based upon this, the following calculations are made:

30,190	less meals per month
x \$.70	reduction in contract cost per meal
<u>\$21,133</u>	savings in contract costs per month

The third area of expected savings would result in eliminating the four civil service workers at a present combined monthly salary of \$6,760. Presently working in the Razorback Inn (the main dining facility), these cooks could be replaced

by military cooks presently working in the Liberty Inn and the Brown Bag Inn. Both of these facilities would be permanently closed as previously determined. The savings are calculated as:

\$	9.39	per hour (average wage)
x	180	hours per month per person
<hr/>		
\$1,690.20		average salary per month

\$1,690.20	average salary per month
x	4
<hr/>	
\$6,760.80	total savings per month

The total of the these four monthly salaries in the amount of \$6,760 would be a savings to the government.

The fourth area of savings would result from a reduction in operating supplies required since less meals will be served. These expendable supplies include paper plates and cups (for when the dishwasher breaks down), foil, silverware, dishes, cooks, knives, utensils and so forth. The Resource Advisor responsible for food service funds reported that from 1 October 1982 until 26 April 1983 a total of \$40,813 was spent on operating supplies. Savings from a reduction in supplies is calculated as:

	<u># days</u>
Oct 82	31
Nov 82	30
Dec 82	31
Jan 82	31
Feb 83	28
Mar 83	31
Apr 83	26
Total	<u>208 days</u>

$\frac{40,813}{208}$ spent on supplies = \$196.21 spent on supplies per day
days

\$ 196.21 supply expenditure per day
x $\frac{30.5}{}$ average days per month
\$ 5,984 average supply expenditure per month

$\frac{\$ 5,984}{58,695}$ supplies cost/month = \$.102 cost per meal for supplies
average meals/month

30,190 calculated reduction in # meals to be served
x \$ $\frac{.102}{}$ supply cost per meal
\$ 3,079 savings per month in supply costs

A total savings of \$3,079 per month would result from a reduction of supply usage due to a decrease in meals served.

Savings could also be found in the area of furniture and equipment replacement. Since the Liberty and Brown Bag Inn could be closed, a tremendous savings could be realized. Since replacement of this type is usually very erratic, a monthly depreciation figure will be used to determine dollar savings instead of actual expenditures. To clarify, when furniture is replaced, it is usually done all at once about every 8 years. For seven years, there will be little or no expense for furniture, but come the eighth year - a big, one-time layout of \$40,000 to \$50,000 will be required. Therefore, the best way to determine actual monthly equipment and furniture expenditure is by the depreciation schedule. The following are the asset accounts for the Liberty and Brown Bag Inn (as listed on their inventory) and the appropriate depreciation schedule for the categories of equipment and furniture.

<u>Liberty Inn</u>	<u>Brown Bag Inn</u>	<u>Category</u>	<u>Life Expectancy</u>
\$ 160,000	\$ 25,000	equipment	13 years
\$ 45,000	-0-	furniture	8 years

Liberty Inn

$\frac{\$ 160,000}{156 \text{ months}} = \$ 1,025$ depreciation per month for equipment

$\frac{\$ 45,000}{96 \text{ months}} = \$ 469$ depreciation per month for furniture

Brown Bag Inn

$\frac{\$ 25,000}{156 \text{ months}} = \$ 160$ depreciation per month for equipment

Total Depreciation

\$ 1,025	Liberty Inn for equipment
469	Liberty Inn for furniture
160	Brown Bag Inn for equipment
<u>\$ 1,654</u>	Total depreciation for furniture and equipment

The total savings which would result from replacement of furniture and equipment for the two facilities is \$1,645.

The sixth area of savings would be the utility cost which would be saved if the Liberty and Brown Bag Inns were closed. Also, some savings in the Razorback Inn would result from the reductions in meals (less cooking required). This item was based upon the previous historical costs as determined by the base civil engineers. The calculated savings are:

\$1,490	prorated avg monthly utility cost for Razorback Inn (based upon 31.7% reduction in meals to be served in the Razorback Inn)
2,350	average monthly utility cost for Liberty Inn
<u>783</u>	average monthly utility cost for Brown Bag Inn
\$4,623	Total expected savings from utility costs

The total savings which would result from utility savings would be \$4,623 per month.

The last and final cost savings would result from the maintenance cost (both materials and labor) which would result from the closing of the two facilities. The savings are also determined by the civil engineers and are calculated as:

\$ 72.75	average monthly maintenance for Brown Bag Inn
<u>117.33</u>	average monthly maintenance for Liberty Inn
\$ 190.08	Total average monthly savings from maintenance

To summarize, the following gives the total for all areas of expected savings as a direct result of giving all airmen BAS:

\$ 50,147	Food Costs
21,113	Food Service Contract
6,760	Elimination of Civil Service Workers
3,079	Reduced Supplies
1,654	Elimination of Furniture/Equipment Replacement
4,623	Utility Savings
<u>190</u>	Maintenance Savings
\$ 87,566	Total Savings From Reduced Expenditures Per Month

It is concluded that the second hypothesis is also proven to be true as a tremendous savings would be realized in the amount of \$87,566 per month as a direct result of a large

decrease in the number of meals served if all airmen were given basic allowance for subsistence.

The Third Hypothesis

The third hypothesis is that enough monies would be produced from adding a 30% surcharge to all meals to offset the "actual cost" of giving all airmen basic allowance for subsistence. Proving or disproving this hypothesis involves three steps. First, it has to be determined if there would be any decrease in the number of meals served if the 30% surcharge was added. Secondly, it has to be determined the amount of monies which would be produced if the surcharge was levied. Finally, all the savings would be added to the additional surcharge revenues received and the total compared to the additional increase in BAS payment the government would have to make.

It was previously stated that if the cost of eating at commercial eating facilities exceeded the cost of eating in the enlisted dining facility by 30%, it would be assumed that there would not be any change in the number of meals served if the 30% surcharge was levied. Let us see if this is the case.

Using information in Appendix D we can calculate the average cost of eating at both the enlisted dining facility and the commercial eating facility. The cost of eating breakfast at the enlisted dining facility was \$115.80 for 126 meals (combined for both SIK and BAS). This averages to \$.92 per breakfast meal

in the enlisted dining facility. Lunch and dinner combined totaled \$506.00 for 385 meals which averages \$1.31 per each lunch or dinner meal. At the commercial eating facilities the cost for breakfast was \$145.18 for 70 meals for an average cost of \$2.07 per meal. The lunch and dinner meals totaled \$1,089.97 for 321 meals for a total of \$3.40 per meal served. To compare the averages to see if the commercial feeding facilities exceeded the enlisted dining facility average by 30% we calculate:

\$ 2.07	avg cost/breakfast meal/commercial eating facility
<u>- \$.92</u>	avg cost/breakfast meal/enlisted dining facility
\$ 1.15	additional cost for commercial facility breakfast

<u>\$ 1.15</u>	additional cost	=	125% difference in cost
.92	dining facility cost		

\$ 3.40	avg cost/lunch/dinner meal/commercial eating facility
<u>\$ 1.31</u>	avg cost/lunch/dinner meal/enlisted dining facility
\$ 2.09	additional cost for commercial facility lunch/dinner

<u>\$ 2.09</u>	additional cost	=	160% difference in cost
1.31	dining facility cost		

The cost of eating at commercial eating facilities is much higher than the cost to eat at the enlisted dining facility. This is very logical since the enlisted dining facility is not profit oriented and commercial establishments are. Since the commercial meals exceed the cost of the 30% proposed surcharge, it is presumed that no reduction in meals will occur due to the proposed surcharge.

The second step is to determine the additional monies which could be generated if the 30% surcharge would be levied. To determine this we must first determine the expected dollar sales from the number of meals expected to be sold. Once total sales is known, all we have to do is to multiply this figure by 30% to find the additional monies which would be expected to be generated by the surcharge. The sales figure from Appendix C will be used in this calculation:

<u>Total Sales</u>	
\$ 71,771	Oct 82
68,879	Nov 82
60,071	Dec 82
70,146	Jan 83
61,539	Feb 83
68,817	Mar 83
\$ 401,223	Total Sales

$$\frac{\$401,223}{6} = \$66,870 \text{ average sales per month}$$

$$\frac{\$66,870}{58,695} \text{ average sales/month} = \$1.14 \text{ avg cost per meal}$$

$$\frac{\text{average meals/month}}{\text{average meals/month}}$$

$$\begin{array}{r} 28,505 \text{ expected number of meals} \\ \times \$ 1.14 \text{ average cost per meal} \\ \hline \$32,495 \text{ total projected sales} \end{array}$$

$$\begin{array}{r} \$32,495 \text{ total projected sales} \\ \times \underline{30\%} \text{ proposed surcharge} \\ \hline \$ 9,748 \text{ total revenue from surcharge} \end{array}$$

The total revenue which can be expected to be generated from the proposed surcharge is \$9,748 per month.

The third step is to determine if all the calculated savings, plus the projected revenue from the surcharge would equal or exceed the additional cost of giving all airmen BAS. The additional cost of BAS is figured as 11/12th's the annual BAS rate since 30 days each year airmen are authorized leave during which they draw BAS. For 1982, the BAS rate was calculated at \$4.68 per day for an average of \$142.74 per month (\$4.68 * 30.5). Reducing this by 1/12 (for a pro-rata share of the BAS received during leave) the additional BAS cost would be \$130.84 per SIK member per month. The average number of members on SIK which could be given BAS is extracted from Appendix C. The additional cost to the government for BAS for all SIK members at Little Rock AFB would be calculated as:

	<u># on SIK</u>	
	1,052	Oct 82
	1,076	Nov 82
	1,209	Dec 82
	1,122	Jan 83
	1,117	Feb 83
	<u>1,294</u>	Mar 83
	6,870	Total on SIK
<u>6,870</u>	=	1145 average # on SIK per month
6		
	1,145	avg. number on SIK per month
x \$130.84		additional BAS cost per member/per month
<u>\$149,811</u>		total cost per month to give BAS

It would cost the government a total of \$149,811 per month in additional BAS funds to give all airmen presently on SIK basic allowance for subsistence. Of course, our whole premise

is that this is only the gross cash outlay and is offset by the expense savings and cash received from the proposed 30% surcharge. Let's see if the cost to government can be offset:

\$149,811	Additional BAS costs
- 87,566	Savings from reduced expenses
- 9,748	Revenue from proposed surcharge
<u>\$ 52,497</u>	Difference in BAS not offset

The third hypothesis proved to be false, that being, the 30% surcharge would be enough to offset the additional BAS which would be paid minus any savings which would occur. Since this is the crucial test in this whole study, it should be concluded that this study proved negative; that, in fact, it is most cost effective for the government to continue issuing meal cards in lieu of paying BAS.

Concluding Remarks

Unfortunately, for many enlisted people in the Air Force, this research failed to prove an alternate way of financing the all BAS program. However, it did prove that the cost of an all BAS system might not be as expensive as it appears on the outset. If the intangible benefits could be weighed against the small difference in the "actual cost" of the all BAS system, the scale might tip the other way.

After all the research which was necessary to complete this study, the researcher is dedicated to the belief that the present system is extremely unfair and discriminatory in nature. To give a true picture of the feeling of most of these airmen, letters accompanying their returned surveys are included in Appendix F. These letters are presented to give the reader more insight into the personal hardships this program has on the people it is forced upon. Hopefully, one day this program will be changed.

APPENDICES

APPENDIX A

P R O J E C T B A S

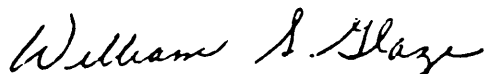
Do you think that all Airmen should be given basic allowance for subsistence (BAS) and given the freedom to decide where to eat? If so, I need your help in a study that may show that indeed, it is economical to have an all BAS system.

The all BAS system is an Air Force goal, however, has been denied implementation because of the large amount of money it would cost. My study proposes that this system may be possible to implement at certain Air Force bases without any additional expense to the government. Under this system all members would be given BAS. The dining facility would be a la carte where enlisted members could eat as much or as little as they wanted whenever they wanted (not limited to 30 meals per month as is now the case).

Two test groups are required to provide information to be used in this study. One group will be the people living in the dorms on SIK (meal cards) and the other group will be those personnel living in the dorms on BAS. The test groups will be asked to fill out a small card each day stating where they ate each meal, approximately how much they spent and why they decided to eat there. It will take less than 1 minute per day to complete this form. The test will last for 30 days. Your participation will be kept strictly confidential.

Please won't you take just a few minutes and help change the system? If you wish to participate, fill in one of the attached cards and drop it in the base distribution system no later than Friday, 6 May. Two cards have been attached for those rooms with two people.

Thanks for your participation!



William S. Glaze, Captain, USAF
Graduate Student, Florida International University

INSTRUCTIONS FOR COMPLETING THE 30 DAY SURVEY

1. Start recording the information as soon as you receive this package.

2. Fill in the dates completely before you begin. For example, if you receive this package on the 20th, the first date should be 21 June. Since you will be recording information for 30 days only, the last date will be 20 July. The form has 35 lines so the last 5 lines will be left blank.

3. Select the number which corresponds most closely with your answer for sections I and II from the answer selections. Category I, under each meal, asks "where did you eat?" Select the best answer and put the corresponding number in that block. Do the same for category II, selecting the best answer or answers for the question, "Why did you decide to eat there?" Again, put the corresponding number in block II, under the appropriate meal for that specific day. In block II, you may select as many answers as necessary. Section III asks, "How much did you pay for that meal?" Write the amount in block III. There are no preselected answers for this block. Also, if the total meal cost included more than just your meal, please estimate that portion which pertains to your meal only.

4. There is a comment block at the end of each day, if you wish to explain something further, or the preselected answers for blocks I and/or II really didn't fit very well. Also please mention which meal your comment pertains to.

5. You may wonder how to decide how to classify a meal if it is eaten during unusual hours. For example, if a meal is eaten at 1500 hrs, is it lunch or dinner? The answer depends on the person eating that meal. If another meal will be eaten later on, classify it as lunch. If not, classify it as either lunch or dinner and just show the other meal as answer 1 - didn't eat. Basically, whatever YOU classify the meal as, show it as such.

ANSWER SELECTIONS

BLOCK I - WHERE DID YOU EAT ?

1. Didn't eat
2. Enlisted dining hall (either Razorback or Liberty Inn)
3. Brown Bag Inn
4. Ground Feeding (from In-flight kitchen)
5. Other Food facility on base (ie, golf course, bowling alley, BX snack bar, NCO club, etc)
6. Fast food restaurant off base
7. Sit-down/nice atmosphere type restaurant
8. Dormitory room/friend's room (or house)
9. Other (please specify in comment section)

BLOCK II - WHY DID YOU EAT THERE ? (You may select more than one choice)

1. Didn't eat
2. Convenience
3. Good price
4. Good food
5. My friends wanted to go there
6. Other (please specify in comment section)

BLOCK III - WHAT DID YOU PAY FOR THE MEAL ?

In this section there are no preselected answers. Put the actual price that you paid for your meal only. If the total price included more than one meal, estimate the amount that pertains to your meal. Enter the information in Block III under the appropriate meal for that specific day. If you are on a meal card and eat in one of the appropriated dining facilities (ie, dining hall, Brown Bag Inn or in-flight kitchen), put the amount you would have paid if you were on BAS and had to pay for that meal. If you eat in your room or at a friends house, estimate what the meal costs (by buying the food items from the commissary or a grocery store).

SAMPLE DATA SHEET

DATE	BREAKFAST			LUNCH			DINNER			COMMENTS
	I	II	III	I	II	III	I	II	III	
1 Jun	1	1	\$.0	5	2	\$1.75	2	2,3,5	\$1.30	Dinner -
2 Jun	2	2,3	\$.85	8	3	\$.50	7	6	\$5.50	on date lunch-
3 Jun	2	4	\$.75	4	6	\$.95	6	5,4	\$2.75	had to work

DATE	MID NIGHT	Breakfast	LUNCH	Dinner	TOTAL	CASH TOTAL	Contend
1.	109	349	459	677	1594	1594	74
2.	85	278	505	454	1362	2956	47
3.	105	263	523	441	1331	4287	39
4.	98	221	557	621	1497	5784	30
5.	102	235	636	649	1622	7406	16
6.	100	248	581	585	1514	8920	22
7.	126	235	552	624	1537	10457	26
8.	135	232	540	489	1396	11853	33
9.	76	200	424	455	1155	13008	17
10.	54	184	496	506	1240	14248	15
11.	99	318	605	586	1608	15856	13
12.	141	259	622	737	1760	17616	26
13.	134	247	623	698	1702	19318	33
14.	131	255	597	646	1629	20947	34
15.	133	245	526	434	1338	22285	35
16.	73	338	508	393	1312	23597	28
17.	54	266	553	403	1276	24873	11
18.	79	254	552	620	1505	23778	26
19.	117	224	619	618	1578	27956	21
20.	110	249	566	663	1588	29544	29
21.	127	244	581	629	1573	31117	23
22.	115	219	401	570	1305	32422	29
23.							
24.							
25.	108	254	603	707	1672	34094	30
26.	147	250	581	665	1643	35737	27
27.	162	250	621	640	1673	37410	38
28.	146	249	552	606	1593	39003	25
29.	144	248	551	412	1355	40358	28
30.	80	274	509	396	1259	41617	14
31.	37	284	514	459	1294	42911	13

302

42911
113

42109
11357
7225

Total Meals = 60691

DATE	MID NITE	BRKFAST	LUNCH	DINNER	TOTAL	COM TOTAL	Cont	COM CONT
1.	70	218	589	612	1489	1489	24	24
2.	119	274	619	689	1701	3190	25	49
3.	129	253	577	638	1597	4787	29	78
4.	110	250	578	608	1546	6333	27	105
5.	123	416	836	735	2110	8443	62	167
6.	223	415	745	815	2198	10641	69	236
7.	269	423	656	554	1902	12573	56	282
8.	218	390	752	733	2093	14636	69	361
9.	229	413	800	716	2158	16794	71	432
10.	236	389	798	687	2110	18904	74	506
11.	254	487	726	700	2167	21071	60	546
12.	243	483	804	639	2169	23240	44	610
13.	152	234	667	536	1589	24829	38	648
14.	231	422	749	652	2054	26883	25	723
15.	105	278	642	605	1630	2823	30	753
16.	106	234	605	570	1505	30018	27	780
17.	127	235	582	646	1590	31608	18	798
18.	109	234	592	621	1556	33164	27	825
19.	89	190	595	602	1476	34640	23	848
20.	92	299	468	489	1348	35988	8	856
21.	75	262	486	560	1383	37371	5	861
22.	109	278	602	663	1652	39023	18	879
23.	118	227	617	680	1642	40665	23	902
24.	131	219	556	484	1390	42055	27	929
25.	88	114	575	172	889	42944	18	947
26.	24	110	462	499	1095	44039	16	963
27.	65	185	448	457	1156	45195	17	980
28.	64	182	543	620	1409	46604	13	993
29.	128	257	605	734	1718	48322	20	1013
30.	126	250	555	554	1484	49806	26	1038

Total Meals = 60753

minus Contractors = 1124

Total = (59629)

X
~~1/4~~
~~1/4~~

KAZORBACK TUN
DEC. 82

DATE	MIDNITE	EXPT	LUNCH	DINNER	TOTAL	CUM TOTAL	DATE	TOTAL
1	103	233	563	597	1496	1496	32	32
2	92	233	542	615	1472	2968	28	55
3	104	242	507	509	1362	4330	27	82
4	80	289	619	466	1454	5784	15	97
5	82	295	658	508	1543	7327	19	116
6	104	278	606	725	1713	9040	24	140
7	140	260	573	677	1650	10690	23	163
8	121	247	537	631	1536	12226	36	199
9	160	250	547	613	1510	13736	25	224
10	109	200	536	560	1405	15141	29	253
11	117	307	597	529	1550	16691	25	278
12	103	250	613	588	1554	18245	16	294
13	107	231	595	709	1642	19887	14	308
14	138	235	573	580	1536	21423	22	330
15	106	236	511	490	1343	22766	21	351
16	91	202	483	489	1265	24031	30	394
17	80	195	445	358	1078	25109	28	432
18	53	204	412	365	1033	26142	28	460
19	58	178	409	409	1054	27196	20	480
20	67	178	482	454	1186	28382	31	511
21	90	146	416	422	1074	29456	23	534
22	82	156	388	401	1027	30483	40	574
23	66	131	328	331	856	31339	36	610
24	51	130	323	293	796	32135	29	639
25	53	70	411	172	705	32840	17	657
26	62	118	320	320	880	33660	18	675
27	85	192	433	475	1185	34845	39	714
28	97	231	517	500	1345	36190	23	737
29	92	230	546	489	1357	37547	32	769
30	78	198	418	312	1006	38553	34	803
31	50	110	307	283	750	39303	27	830

38473
 7116
 5625

 512.14



MEALS

411 meals
 Served for
 Children

Total meals = 39303
 minus Contees = - 830
 Total = 38473

X
 ✓
 ✓

RAZORBACK INN

JAN 83

DATE	INCHUTE	BREAKFAST	LUNCH	DINNER	TOTAL	CUM TOTAL	Contd	Cum Total
1	25	90	284	354	953	953	29	29
2	39	116	358	426	939	1692	20	49
3	83	216	542	592	1433	3125	26	75
4	99	202	548	642	1491	4616	34	109
5	110	195	586	611	1502	6118	38	147
6	79	227	529	599	1434	7552	32	179
7	101	245	562	557	1465	9017	36	215
8	88	292	635	629	1644	10661	19	234
9	84	302	667	586	1639	12300	15	249
10	122	285	598	699	1704	14,004	22	271
11	144	268	625	706	1743	15,747	33	304
12	138	237	606	664	1645	17392	38	342
13	153	255	596	626	1630	19022	32	374
14	120	221	531	460	1332	20354	36	410
15	94	265	506	262	1127	21481	30	440
16								
17								
18	103	273	463	624	1468	22949	31	471
19	117	223	540	624	1504	24,453	34	505
20	71	202	564	631	2006	26,459	33	538
21								
22								
23								
24	114	217	581	713	1625	28084	20	558
25	140	263	592	663	1658	29742	32	590
26	137	256	571	684	1648	31390	37	627
27	127	235	559	648	1565	32955	27	654
28	113	231	636	582	1562	34517	35	689
29	80	284	538	526	1428	35945	37	726
30	88	265	574	453	1380	37325	17	743
31	107	233	572	553	1465	38790	31	774

38016
 15429
 9004
 561349

Meals - 38790
 Minus Contract - 774
 Total meals 38016

Razorback InnFeb 83

Date	Midnite	Breakfast	Lunch	Dinner	Total	Cam Total	Cost	Each total
1	106	214	524	586	1430	1430	30	30
2	102	228	538	598	1466	2896	37	67
3	76	221	493	580	1370	4266	25	92
4	102	215	538	502	1357	5623	57	129
5	63	234	460	446	1203	6826	23	151
6	60	175	456	530	1221	8047	24	175
7	108	229	580	675	1592	9639	26	201
8	113	244	578	646	1526	11220	31	232
9	130	238	594	656	1618	12838	37	269
10	123	217	543	633	1516	14354	33	302
11	118	214	539	619	1485	15239	42	344
12	86	430	613	550	1687	17526	29	373
13	91	303	619	634	1647	19173	13	385
14	99	239	610	698	1646	20819	30	415
15	122	224	497	536	1379	22198	35	450
16	89	229	526	592	1436	23634	43	493
17	112	230	525	588	1455	25089	32	525
18	94	200	490	453	1237	26326	31	556
19	69	202	374	345	990	27316	24	580
20	63	196	451	392	1102	28418	18	598
21	85	195	534	559	1373	29791	28	626
22	117	226	575	688	1606	31397	31	657
23	130	219	590	644	1583	32980	35	692
24	113	215	590	690	1598	34578	38	730
25	116	219	526	587	1448	36026	30	760
26	128	297	575	517	1517	37543	29	789
27	91	276	590	525	1482	39025	17	806
28	129	210	554	583	1476	40501	34	845

RBI	40501	845
LI	8831	155
BPI	7466	0
	<u>56,798</u>	<u>1000</u>

55,798 total

DATEBACK INN

MAR 83

DATE	BRKFAST	LUNCH	DINNER	TOTAL	CASH TOTAL	CHECKS	CASH
1.	107	223	511	537	1378	1378	41 41
2.	126	193	517	561	1397	2775	43 84
3.	105	229	520	609	1463	4238	44 128
4.	121	308	539	465	1333	5571	37 165
5.	49	301	539	379	1208	6779	19 184
6.	59	219	565	502	1345	8124	21 205
7.	97	227	574	680	1588	9712	40 245
8.	112	243	551	659	1565	11277	29 274
9.	129	238	563	614	1544	12821	35 309
10.	125	241	527	650	1543	14364	41 350
11.	121	229	519	526	1425	15789	41 391
12.	110	327	591	506	1534	17323	31 422
13.	93	302	571	516	1482	18805	21 443
14.	107	223	598	665	1593	20398	36 479
15.	120	241	482	525	1368	21766	43 522
16.	109	253	529	540	1464	23170	30 572
17.	111	220	529	515	1375	24545	36 608
18.	116	206	529	445	1296	25844	54 662
19.	96	270	415	405	1186	27025	33 685
20.	59	233	483	483	1258	28282	19 714
21.	100	216	579	666	1561	29844	42 756
22.	115	207	529	643	1494	31338	37 793
23.	103	207	574	648	1532	32870	40 833
24.	115	202	556	628	1501	34371	41 874
25.	109	192	568	525	1394	35765	32 906
26.	70	215	497	454	1236	37001	31 937
27.	87	234	532	560	1413	38414	22 959
28.	103	226	574	695	1608	40022	38 997
29.	126	224	555	634	1539	41561	30 1027
30.	119	205	564	634	1522	43083	26 1053
31.	119	235	524	495	1373	44456	31 1084

Total
all meals
63488

DATE	BRKFST	LUNCH	TOTAL	GRM TOTAL	CONTR
1.					
2.					
3.		368	368	368	3
4.		423	423	790	
4.	144	223	367	1157	3
5.	168	242	410	1567	8
6.	170	233	403	1970	10
7.	173	233	406	2376	7
8.	178	272	450	2826	8
9.					
10.					
11.					
12.	203	263	465	3291	8
13.	192	233	425	3716	9
14.	189	284	473	4189	9
15.	175	225	400	4589	9
16.					
17.					
18.	201	251	452	5041	4
19.	188	255	443	5484	11
20.	178	230	408	5892	5
21.	177	396	573	6465	5
22.	174	247	421	6886	6
23.	66/66	387/417	377	2260	21
24.	57/197	477/409	1180	9140	23
25.	186	298	484	9624	3
26.	213	311	524	10148	3
27.	199	282	481	10629	6
28.	197	293	490	11119	6
29.	188	223	411	11530	6
30.					
31.					173

Total kcal = 11530
 Minus Contrs = -173
 Total = 11357

LIBERTY INN

Nov 82

DATE	EXPT	LUNCH	TOTAL	CUM TOTAL	CONTR	CUM CONTR
1.	170	243	413	413	2	2
2.	209	265	474	887	8	10
3.	209	307	516	1403	5	15
4.	196	277	473	1876	5	20
5.						
6.		353	353	2229		
7.		398	398	2627		
7.						
7.						
10.						
11.						
12.						
13.						
14.						
15.	178	207	385	3012	9	29
16.	178	213	391	3403	6	35
17.	186	229	415	3818	6	41
18.	176	238	414	4232	4	45
19.	151	228	373	4605	6	51
20.	1					
21.						
22.	184	234	418	5023	8	59
23.	185	249	434	5457	8	67
24.	169	214	383	5840	6	73
25.						
26.						
27.						
28.						
29.	213	250	463	6303	6	79
30.	178	203	371	6674	7	86

Dec 82

DATE	BRKFAST	LUNCH	TOTAL	CUM-TOTAL	DATE	CUM
1	166	240	406	406	4	4
2	194	229	423	829	4	8
3	169	243	412	1241	5	13
4		411	411	1652	2	15
5		426	426	2078		
6	173	268	441	2519	8	23
7	192	251	443	2962	7	30
8	189	269	458	3420	7	37
9	186	227	413	3833	7	44
10	205	227	432	4265	6	50
11						
12						
13	192	226	418	4683	8	58
14	207	254	461	5144	8	66
15	179	199	378	5522	8	74
16	165	175	340	5862	7	81
17	168	150	318	6180	8	89
18						
19						
20	157	172	329	6509	9	98
21	114	162	276	6785	9	107
22	116	136	252	7037	9	116
23	105	94	199	7236	4	120
24						
25						
26						
27						
28						
29						
30						
31						

Total Meals - 7236
 Minus Contractors = 120
 Total 7116

1
X
2
3
4

LIBERTY INN

JAN 83

DATE	BRKST	LUNCH	TOTNL	CUM TOTAL	DATE	TOTAL CONTS
1						
2						
3	138	210	348	348	11	11
4	153	216	369	717	6	17
5	156	227	383	1100	8	25
6	152	245	397	1497	7	32
7	126	230	356	1853	7	39
8		418	418	2271		
9		381	381	2652		
10	198	275	473	3125	13	52
11	182	239	421	3546	11	63
12	176	268	444	3990	9	72
13	159	247	406	4396	10	82
14	169	204	373	4769	9	91
15	245	790				
16	246	770	1016	5785	17	108
17	412	1176	1588	7373	34	142
18	191	358	549	7922	11	153
19	175	262	437	8359	10	163
20	170	256	426	8785	9	172
21	86/303	616/501	1566	10351	33	205
22	67/307	492/502	1268	11619	30	235
23	81/189	522/419	1411	13030	21	256
24	210	294	504	13534	10	266
25	197	236	433	13967	12	278
26	190	332	522	14489	12	290
27	169	259	423	14912	6	296
28	188	362	450	15362	8	304
29						
30						
31	194	188	382	15744	11	315

Meals = 15,944
 less Contract = -315

Total Meals = 15,489

Liberty Inn

Feb 03

Date	Breakfast	Lunch	Total	Can Total	Count	Can Total
1	173	216	389	389	11	11
2	174	235	409	798	10	21
3	159	248	407	1205	10	31
4	169	201	370	1575	8	39
5						
6						
7	152	306	458	2033	7	46
8	173	241	414	2447	7	53
9	178	373	551	2998	7	60
10	198	226	424	3422	9	69
11	178	227	405	3828	10	79
12		39	390	4218	3	81
13		40	440	4658	1	82
14	182	253	435	5093	10	92
15	182	214	396	5489	2	94
16	179	202	381	5870	6	100
17	148	209	357	6227	7	107
18	173	241	414	6641	8	115
19						
20						
21	180	268	448	7089	7	122
22	180	268	448	7089	7	122
23	188	273	461	7550	8	130
24	179	259	438	7988	7	137
25	183	258	441	8429	8	145
26						
27						
28	170	232	402	8831	10	155

LIBERTY INN

MAR 83 93

DATE	BKFAST	LUNCH	TOTAL	CUM TOTAL	Contract	
1.	179	209	388	388	10	10
2.	167	222	389	777	10	20
3.	167	240	407	1184	5	25
4.	141	229	370	1554	9	34
5.						
6.						
7.	186	268	454	20	9	43
8.	190	259	449		6	49
9.	190	266	456	113	4	53
10.	184	262	446	3359	5	58
11.	193	215	408	3767	5	63
12.		292	292	4059		
13.		308	308	4367	3	66
14.	173	247	420	4787	3	69
15.	188	200	390	5177	7	76
16.	145	227	372	5549	2	78
17.	159	223	382	5931	5	83
18.	151	207	358	6289	5	88
19.	163	209	412	6701	8	96
20.	170	262	432	7133	7	103
21.	179	300	479	7612	7	110
22.	179	250	429	8041	4	114
23.						
24.						
25.	168	216	384	8425	8	122
26.						
27.						
28.	181	257	438	8863	8	130
29.	196	241	437	9300	6	136
30.	166	302	468	9768	6	142
31.	176	242	418	10186	5	147

Reene Singer
 5405 Westview
 No. Little Rock Ark 72111
 2 Aug. 83

William S. Glaze, Capt.
 Services Division
 34 CSB /SV
 Little Rock Air Force Base, Ark 72099

Dear Capt. Glaze,

I would like to offer my assistance towards helping all airmen receive BAS. Not only are the airmen discriminated against by being forced to accept a meal card, they are discriminated against by being given a selection of mostly low quality food with minimum nutritional value. Because of the extra job I have and because of night classes, I haven't been able to utilize the meal card. Other airmen may also encounter this problem and I feel they, too, are discriminated against. Discrimination is also directed towards those who choose to live off base. The "free meal" on base may be antagonistic to the miles and consequently, the cost of gas required to travel there.

I feel the meal card is just another way of making an airmen feel inferior. Capt. Glaze, by the time you receive this letter I will be relieved of active duty. I want to encourage you to contact me if you need any more assistance. I am concerned because I have experienced the inconvenience of

a final card for almost four years!
I will be working on Reserve status
at the LRAFB Dental Clinic. You may
contact me there at 988-7381 or at home
758-4144.

Sincerely,
Genel Dinger, Lt.

Project BAS

I would like to participate in this project on the fact that I feel also that all personnel should be given BAS.

I would be able to curb my eating habits knowing what I have to spend to eat. With a meal card I eat carelessly, with the thought of not paying you seem to go for seconds or thirds.

Quality of food and choice would be at my advantage under BAS. When I do eat at the chow hall I take close watch on what I'm charged for my meals. Even under a meal card I notice on my receipts when I get two milks, I'm charged three. In the morning, biscuits are 10 cents for two, I get three and charged 10 cents each. With as many times that I have noticed these happenings on my receipts there is thought that it could happen to everybody else on meal cards. Let's see, three meals a day each person on base with meal cards. The company in charge of the military dining halls show the government their expenses they go through

and the government pays that. I would like to know how that works and be able to observe if there is any waste.

The performance and quality of food would improve to bring in the personnel on BAS. If not neighboring towns, cities would enjoy our money. There are many times it becomes a hassle when you are out shopping or on a weekend tour of the state you're in, you are curbed by the chow hall hours. At a considerable distance from the base I have to waste gas and my own personal time heading back to base cause I can't afford a nearby restaurant or buy sandwich materials for picnics. Can anybody spend all their days on base.

I know the Air Force has to think of its personnel. Such as the airmen who can not take care of their financial responsibilities. Spend all their BAS on something else besides eating. These people can be issued meal cards. How much money would be saved on less amount of material used in processing meal cards and hours compared to just signing a sheet that you are BAS. All dining halls should have one set prices and get rid of all the TDY paper work, surcharges which are hassles. You should have your choice to be BAS or meal card. Thank you for listening to me.

Clayton L. Lewis

30 Jul 83

Dear Sir,

I would just like to let you know that I think what you're doing for us is an admirable thing. Although I myself receive Bas as a result of being a member of the Honor Guard, I resent the fact that single, enlisted personnel are forced to take a meal card. I joined the Honor Guard, originally for the sole reason of getting Bas. I have come to enjoy it a great deal because of self satisfaction as well as many other reasons. Unfortunately not everyone feels the same as I. As a result we have considerable trouble getting people to show up for details, All they care about is that extra \$140 per month.

Getting back to the point, by accepting a meal card you are paying twice for any meal purchased anywhere except the chow hall. Many times the chow hall is not available (missk runs, details, etc). There is no other word than discrimination that describes this. Also I have found the food at the chow hall far from satisfactory. Many times I have ate at the chow hall and have gotten sick for the next day or more as have many others. I believe we should be given a choice where to eat. I wish you luck in this most worthy effort. We are grateful.



Mark S. Fellows
AIC, USAF

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VITA

William S. Glaze graduated from Northeast High School in North Little Rock, Arkansas in 1973. From there he went to Baylor University in Waco, Texas, receiving a Bachelors of Business Administration with a concentration in management. Upon receiving his degree in May of 1977, Glaze was commissioned an officer in the United States Air Force. His first assignment was to Rickenbacker Air Force Base, Ohio, where he served as an operations officer in Services Division. As second in command of the division, Lt Glaze's responsibilities included the transient quarters, a base-wide furniture warehouse, the base laundry and dry cleaning branch, the base honor guard, and Food Services. Lt Glaze also served as a consumer liasion for the Commissary and the Base Exchange. He was later assigned as the Food Service Officer until being transferred to Little Rock AFB in 1978. There again, he served as the operations officer until being reassigned to Azores, Portugal, in August 1979, as the Chief of Services Division. While there, he was promoted to the rank of Captain. In the Azores, Captain Glaze commanded 22 military and 150 civilian personnel in providing base services. He was responsible for a full production bakery, a laundry and dry cleaning plant, a furniture storage and repair shop, an enlisted dining facility and a billeting operation consisting of over 600 rooms.

In August of 1981, Captain Glaze was selected to attend Florida International University on an Air Force Institute of Technology program to obtain a Master of Science Degree in Hotel and Food Service Management. In August of 1982, Captain Glaze was assigned to the Tactical Air Command Headquarters at Langley AFB, Virginia. There, he is responsible for the transient quarters at twenty-two Air Force bases nation-wide.